

Master of Research in Management Sciences (MRes)

Academic Year: 2008-2009

Module: 1

Course: Organizational Behaviour

Code: 08CMR15155

ECTS Credits: 3

Credit Category: Compulsory

Faculty: Jordi Trullén Fernández

Description:

Organizational behavior is a very broad discipline that focuses on the analysis of human behavior within an organizational context at different levels of analysis (individual, group, organization, industry) and from different perspectives or paradigms (e.g. interpretive, positivistic, critical). The objective of this seminar is to give you an overview of OB research by reading the original scientific papers that are being published in the field and discussing them.

Objectives:

By the end of this course you should be able to:

- a) Fully understand the main OB concepts and theories presented in the readings
- b) Be able to critically review a paper in the field of OB

Syllabus and Bibliography:

Session 1: Introduction and motivation

- Seo, M.G., Barrett, L.F. & Bartunek, J.M. 2003. The role of affective experience in work motivation. *Academy of Management Review*, 29: 423-439.
- Latham, G. P. 2006. The emergence of theory. (pp. 27-57) *Work motivation: history, theory, research, and practice*. Thousand Oaks: Sage.

Session 2: Motivation and intro to organizational cognition

- Harder, J. 1991. Equity theory vs. expectancy theory: The case of major league baseball free agents. *Journal of Applied Psychology*, 76: 458-464.
- Kanfer, R. & Ackerman, P.L. 2004. Aging, adult development, and work motivation. *Academy of Management Review*, 29: 440-458.

- Walsh, J. P. 1995. Managerial and organizational cognition: Notes from a trip down memory lane. **Organization Science**, 6: 280-321.

Session 3: Organizational cognition

- Walsh, J.P. 1988. Selectivity and selective perception: an investigation of managers' belief structures and information processing. **Academy of Management Journal**, 31: 873-896.
- LaBianca, G., Gray, B., & Brass, D. 2000. A grounded model of organizational schema change during empowerment. **Organization Science**, 11: 235-257.
- Weick, K.E. & Roberts, 1993. Collective mind in organizations: Heedful interrelating on flight decks. **Administrative Science Quarterly**, 38: 357-381.

Session 4: Organizational sensemaking

- Weick, K. 1995. **Sensemaking in organizations**. Thousand Oaks, CA: Sage. (Read chapter 2)
- Gioia, D., & Thomas, J. B. 1996. Identity, image, and issue interpretation: sensemaking during strategic change in academia. **Administrative Science Quarterly**, 41: 370-403.
- Maitlis, S. 2005. The social processes of organizational sensemaking. **Academy of Management Journal**, 48: 21-49.

Session 5: Emotions in organizations

- Côté, S. & Miner, C. T. H. 2006. Emotional intelligence, cognitive intelligence, and job performance. **Administrative Science Quarterly**, 51: 1-26.
- Elsbach, K.D. & Barr, P.S. 1999. The effects of mood on individuals' use of structured decision protocols. **Organization Science**, 10: 181-198.
- Staw, B. M. & Barsade, S. G. 1993. Affect and managerial performance: a test of the sadder-but-wiser vs. happier-and-smarter hypotheses. **Administrative Science Quarterly**, 38: 304-331.

Session 6: Teams

- Ancona, D.G. and Caldwell, D.F. 1992. Bridging the boundary: External activity and performance in organizational teams. **Administrative Science Quarterly**, 37: 634-665.
- Barker, James R. 1993. Tightening the iron cage: Concertive control in self-managing teams. **Administrative Science Quarterly**, 38: 408-437.
- Gersick, C.J.G. 1988. Time and Transition in work teams: Toward a new model of group development. **Academy of Management Journal**, 31: 9-41.
- Mathieu, J., Maynard, M. T., Rapp, T., & Gilson, L. 2008. Team effectiveness 1997-2007: a review of recent advancements and a glimpse into the future. **Journal of Management**, 34: 410-476. (Skim)

Session 7: Leadership

- Yukl, G. 1989. Managerial leadership: A review of theory and research. *Journal of Management*, 15(2): 251-289. (Skim)
- House, R.J., Spangler, W.D. & Woycke J. 1991. Personality and charisma in the U.S. presidency: A psychological theory of leader effectiveness. *Administrative Science Quarterly*, 36: 364-396.
- Sparrowe, R.T. & Liden, R.C. 1997. Process and structure in leader-member exchange. *Academy of Management Review*, 22: 522-552.
- Meindl, J.R., Ehrlich, S.B., & Dukerich, J.M. 1985. The romance of leadership. *Administrative Science Quarterly*, 30: 78-102.

Session 8: Review Session

Methodology:

Our class will run like a seminar. You will have thoroughly read the assigned readings before class and we will discuss them all together. Except for the first session, each of you will be responsible during the course for at least introducing, summarizing and critically reviewing one of the readings. I will provide directions on how to do that. We will discuss a total of three (or four when sessions run four hours) papers in each class. In case you introduce two articles during the course, I will only grade the better of the two.

Assessment:

Participation is crucial in a seminar. Participation means reading before class and being prepared to answer questions and critically discuss the papers during each session. Participation also means doing a good job at summarizing and critically reviewing the paper you are assigned.

There will be an exam on **Dec 16** at 9am. The exam will be based on the content of the readings that will have been thoroughly discussed in class.

Assignment	Grade
Class Participation	30%
Exam	70%

Timetable:

Every Tuesday from 21/10/08 to 09/12/08
From 09:00 h. to 12:00 h.

Exam 16/12/08
At 09:00 h.